

CITY COUNCIL WORK SESSION AGENDA

September 26, 2011

7:00 P.M. – Call to order in the Multipurpose Room of the Central Services Complex

- I. Review and discussion of Goals for City Boards and Commissions
- II. Discussion and follow-up on priorities and roles of the Council, the Mayor, the City Manager, and City Boards and Commissions that were identified at Council's retreat on September 10, 2011
- III. Lobbying report on Washington, D.C., visit with Mayor Tom Beehan and Amy Fitzgerald, including report on the ECA Peer Exchange.
- IV. Update from Recreation and Parks Director on activities and projects of the Recreation and Parks Advisory Board, including progress on the pavilion, and the Bike and Pedestrian Committee.
- V. Updates from City Manager
 - Request from Superintendent of Schools for meeting with Board of Education and City Council
- VI. Adjournment

GOALS FOR CITY BOARDS AND COMMISSIONS AS PRESENTED DURING COUNCIL RETREAT ON SEPTEMBER 10, 2011

Recreation and Parks Board

- Re-design and configure the boathouse area along Melton Lake Drive to insure the placement and construction of a new Pavilion donated by UT-Battelle as a linchpin project of the Melton Lake riverfront
- Begin planning process and community involvement process for the first Dog Park in Oak Ridge and obtain necessary approvals and recommending budgetary capital levels. .
- Incorporate the Bike-Pedestrian Plan premises into all Parks facilities
- Develop planning for Playful City USA designation and integrate public input into community recreational events (i.e. Secret City, Earth Day, concerts, etc.)

Traffic Safety Advisory Board

- Provide recommendations into the policy issue of Street Parking vs. Street "Storage"
- Work with Planning Commission and develop recommendations and review requirements for required parking at "legacy" rental housing units
- Examine accidents and accident severity in Oak Ridge and make speed and design adjustments accordingly
- Determine a policy for incorporating traffic circles and traffic calming devices into the City's transportation plans
- Assist Chief of Police with regulations for neighborhood parking districts

Environmental Quality Advisory Board

- Develop and identify a progress reporting system for Climate Action Plan
- Develop goals and system for salvaging portions of demolished structures
- Assess potential options for fuel-efficient vehicles for the City fleet, including cost/benefits in emissions and capital purchases and operational costs.
- Examine integration of City environmental goals and policies into the Greater Knoxville Metropolitan Planning Organization's regional goals
- Conduct environmental reviews, identifying potential impacts on residents and making recommendations to the City Council in this area
- Advise the City Manager on plausible project to incorporate in potential TVA "extreme energy makeover" project
- Review and Examine environmental design that overlooks adds additional public cost to IDB/City utility systems such as easements, greenbelts, et al. and make any suggested changes
- Define acceptable levels of lawn maintenance in residential neighborhoods (i.e. "natural lawns" versus current standards

Beer Permit Board

- Examine and conduct periodic reviews of existing licensed facilities, utilizing calls for service information and other relevant information that will determine continued licensing
- Review present licensing requirements and determine recommendations for approvals in redevelopment areas
- Assess Board's new requirements for beer sales at events and any corresponding impacts

Board of Building and Housing Code Appeals

- Conduct more regular and frequent review of housing repair and maintenance timetables as brought to the Board via housing officials
- Identify policies that are exceptions to the International Property Maintenance Codes and determine need to retain or return to the Code
- Work with the EQAB Board on the policy governing "natural lawns"

Convention and Visitors' Bureau

- Invest in minor capital improvements for enhanced promotion during city events (i.e. directional signage to downtown restaurants)
- Develop plan for addressing SMERF market in City
- Increase sports marketing and support for sports events
- Assist existing small business associations in creating market data for community promotion.
- Enhance regional attendance at Oak Ridge events and enhance coordination with regional counterparts
- Develop an after-hours kiosk for visitor information

Elder Citizens' Advisory Board

- Conduct space needs analysis for the existing Senior Center, determining future use and size of future facility.
- Conduct statistically valid survey of Baby Boomer retirement intents as pertains to the need for a senior facility.
- Make contacts with senior community to determine assistance, needs and projects for neighborhood groups and volunteer groups, as well as a recycling program for elderly equipment such as walkers or wheelchairs

Highland View Redevelopment Advisory Board

- Utilize HVRAB in directly targeting "Not in Our Town" campaign through defined approaches to use of obtained lots for new purposes
- Support the re-organization of neighborhood watch groups in the area through the Police and crime data available for the board
- Advise on policies that need adjustments in coming year to meet the goals of the Board

Oak Ridge Housing Authority

- Conduct joint meeting with the City Council after Council Retreat to discuss partnerships and definitive directions with rental and public housing
- Assist in the identification of renters not operating in parameters of ORHA Administrative guidelines and coordinate with Oak Ridge Police Department
- Assist the City in coordinating with out of town housing authorities hosting Section 8 vouchers to tenants in our town.
- Advise on the creation of new housing or controlling new units through the Housing Authority

Oak Ridge Municipal Planning Commission

- Examine the issue of housing congestion on smaller lots and cul-de-sacs of the City and determine its effect on city services, parking, spatial requirements for occupants and quality of life issues, while making appropriate recommendations
- Develop a simple, complimentary code for the Jackson Square area allowing residential and commercial uses to occur in a compatible manner as part of an urban streetscape development
- Identify potential policy and regulatory "barriers" to successful and sustainable small business development/re-development in smaller commercial areas of the city.
- Explore the identification of a designated historical street where the future compilation of historical housing models could be collected for adaptive re-use or interpretive purposes.

Board of Zoning Appeals

- Provide recommendations on potential changes to ordinances that in potential conflict with each other
- Conduct review of challenges for past several years and determine if modifications to city ordinances are advised. Focus can also be on policy and regulatory barriers to sustainable and successful small businesses.
- Meet with the Council

Youth Advisory Board

- Coordinate youth awareness of safety through informational programs with schools
- Provide annual report to Council
- Determine feasibility of "jobs fair" for ORHS students for municipal jobs

Industrial Development Board

- Conduct annual confirmations of corporations receiving abatements to ensure compliance with jobs creation and real investment terms.
- Provide an annual report to the City Council
- Complete master plan and estimating of completion costs for Horizon center
- Coordinate agreement for support services with Oak Ridge Partnership
- Develop a TIF policy with the City Manager's office

ROLES AND PRIORITIES DISCUSSED DURING COUNCIL RETREAT ON SEPTEMBER 10, 2011

Roles should be . . . (COUNCIL)

- “Board of Directors;” City Manager is CEO
- Setting goals and policies
- Representative of the citizens (receive input); modified board
- Representing a democratic process
- Micromanaging issues as a Council
- Dealing with larger issues vs. smaller decisions
- Required to get all necessary information and ask questions
- Serve as ombudsmen
- Councilmember(s) provide reports to all of Council
 - Spread “knowledge” across all 7 Councilmembers
 - Disseminate information
- Watson: Barbed Wire Fence Theory
 - Policy then interpretation then administration
 - Varying degrees of maintenance
- Contact City Manager when Council has an issue
- Keep City Manager in loop
- Sounding board

Other comments/priorities presented:

- Meeting requirements of the Council—state laws
 - Forum for Council
- Information Request from Council:
 - Director-level is the same as City Manager
 - Keep the City Manager in the loop (cc: on e-mails)
 - Below director level may be concern
 - Define request for information and request for another assignment
- Limitations on law
 - What is deliberation?
 - Where is the “line?”

Roles should be . . . (MAYOR)

- Charter Reference
 - Ceremonial head of the City
 - Preside at meetings
 - Sign official documents of the City
 - Process of the City
 - Execute resolution/ordinances when authorized
 - “Specifically” preferred
- Communication with Council and City Manager following meeting
- Council's position when talking with citizens and developers
 - Kring's Theory of one person of Council equals all of Council
- Contradiction of roles since Councilmembers are also residents
- Change citizen perception of Mayor (written, oral, other)
 - Address perception of division between mayor and Council
- Reduce perceptions of Mayoral “deals” (real/unreal)
- Strategy: Plan the role of Mayor for strategic policies
- More interchange of dialogue

- Same for all?
- Know mayor's expectation for meetings and Council

Other comments/priorities presented:

- Discussion on rotating mayor's position
- Council follows an approximation of *Roberts Rules of Order*
 - Discussion between Councilmembers at meetings

Roles should be. . . (CITY MANAGER)

- Communication source
- CEO; day-to-day
- Oversees personnel
- Introduction to Community
- Charter duties
- Implementing Rules/Policies
- Legislative
- Initiative-Innovation
- Technology/Coaching
- Resource Point of Contact
- Sounding Board
- Partnership between City Manager and Council

Roles should be. . . (BOARDS AND COMMISSIONS)

- Advisory
- Planning – Future Orientation
- Appointed by Council
- Communication – Both Ways (Between Boards)
- “Eyes and Ears” of the City
- Source of Experience/Future Council
- Advise on Specialty Areas
- Commitment of resources with staff in relation to CAP
- Work plan
- Mandated Legal Goals
- Transparency of Board Work
- Volunteer involvement beyond boards

Other comments/priorities presented:

- Website presence
 - Listing of updates and projects

**CITY MANAGER GOALS AND OBJECTIVES FOR 2011-2012 AS PRESENTED AND AMENDED
DURING COUNCIL RETREAT ON SEPTEMBER 10, 2011**

Quality of Life:

- Initiate progress of the Climate Action Plan (CAP)
- Develop the visionary concept of the Manhattan Project National Historical Park and coordinate with local and national officials to move this project forward
- Enhance the promotional image and marketing of Oak Ridge as a professional, innovative, and progressive city through its various contractual entities and regional partners
- Coordinate the City support of events that provide recognizable return on investment and community economy
- Monitor and support the planning of the City waterfront into a community asset of constantly evolving activities
- Develop the implementation of the Bicycle-Pedestrian Plan as recently adopted by City Council
- Support the educational needs of the community through "growing our own" or other such programs, including service/emergency personnel.
- Maintain autonomy of library and evaluate other resources for use, including e-books.

Economics:

- Develop further sources of sales tax revenues through Chamber recruitment and
- Develop marketing strategies for use of tax increment programs to incentivize further retail and commercial activity, including other areas.
- Work with the IDB in actively completing the marketing and build out of Horizon Center and its complimentary infrastructure, as well as pursue other areas and other opportunities.
- Assess regional initiatives and make determinations as to value and return on investment.
- Implement major sewer rate increase to offset costs associated with EPA Administrative Order, including bond financing plan that minimizes rate impact.
- Assess free resources provided by the City for functions and events.
- Actively pursue the use of grants.

Safety:

- Incorporate the Oak Ridge Police Department in a targeted approach to eliminating ongoing repeat offenders or locations
- Enjoin the Oak Ridge Housing Authority into utilizing its resources and powers to overcome housing locations and housing vouchers that harbor criminal or drug activity and aggressive pursue violators of HUD and ORHA policy
- Develop Neighborhood Watches to support level for Police Department through advanced volunteer programs
- Use existing ordinances to accomplish neighborhood improvements through code enforcement, housing inspections and vehicle parking
- Improve infiltration and inflow into City sewer system through capital repairs

Governance:

- Enhance communication and reporting from City boards and commissions
- Develop Comprehensive Plan update on Housing
- Maintain and improve existing response times for city controlled processes in commercial development
- Conduct additional focused Council special work sessions governing budget overviews, including better understanding of school budget processes and needs
- Conduct 1-2 joint meetings with the School Board
- Appoint new Boards and Commissions utilizing talents needed to accomplish Council defined goals

Housing:

- Conduct a HUD level inspection program on residential housing during occupancy changes with particular focus on City utilities, including sewer system I&I confirmation
- Develop legislation and implementation Oak Ridge Community Land Bank
- Utilize new grant resources for Oak Ridge housing programs through CDBG and contracted parties like ADFAC.
- Examine city policies that can change highly dense housing pockets in City.

CITY OF OAK RIDGE



Office of the City Manager

POST OFFICE BOX 1 • OAK RIDGE, TENNESSEE 37831-0001

September 15, 2011

Thomas E. Bailey, Ed.D.
Superintendent
Oak Ridge Schools
304 New York Avenue
P. O. Box 6588
Oak Ridge, TN 37831-6588

Dear Dr. Bailey:

Thank you for your letter of August 30, 2011 regarding the development of the future Schools and City budgets. The City Council also desires to become better acquainted with the Schools' needs, as well as developing familiarization of the City's needs. We believe several meetings are in order in the coming year as we continue to struggle with the shortage of funds for our desired community service levels. This past weekend, the Oak Ridge City Council held a half day retreat and discussed a number of initiatives they wish the City Manager to assist them with. One of those initiatives was the organization of the joint meetings between the City and the Schools. Ms. LaVern Meyers of my office will begin the coordination of an initial meeting in October. Given the fall schedule, I know it is quite hectic, but might I suggest an early evening meeting (6:00 p.m.) on a Thursday night to include a light supper, which we can arrange.

Your letter noted the City Finance Committee. Given the desire to enhance communications among the City Council, we now meet as a Committee of the Whole, allowing the full group to participate; therefore, our meeting with the School Board would include the full Council. We, too, would like to share the information about the City issues that we are facing and would like to learn more about your needs. We are ready to go, and I don't think a preliminary meeting is necessary, as the City Council wants it to happen.

It is a desire of the Council to have our initial meetings focus on programs and areas that we might coordinate. For instance, one of my City Manager goals is the development of a "grow our own" program for firemen, policemen and utility workers through exposure to our high school students. Perhaps there are other areas that you can highlight. I will buy the coffee and suggest that LaVern Meyers schedule you and me to develop a first agenda.

Thanks for the invitation. We look forward to meeting with you.

Sincerely,

A handwritten signature in cursive script that reads "Mark S. Watson".

Mark S. Watson
City Manager

Copy: Mayor and Members of City Council
Keys Fillauer, Chairman, Board of Education

Response
9/14/20



OAK RIDGE SCHOOLS
304 NEW YORK AVE.
P.O. BOX 6588
OAK RIDGE, TN 37831-6588

Telephone: 865.425.9001
Fax: 865.425.9070

Dr. Thomas E. Bailey
Superintendent
Email: tbailey@ortn.edu

August 30, 2011

Mr. Mark Watson, City Manager
City of Oak Ridge
P.O. Box 1
Oak Ridge, TN 37830

Dear Mr. Watson:

At the direction of my Board of Education, I write to reflect on discussions last year related to the City Council members considering moving the Budget Timelines to allow for more accurate and deliberate information being shared with Council Members prior to the Budget being presented to the City in May. Certainly, our Board believes this would provide more accurate figures of revenues for all parties involved in determining budget appropriations.

As you may know, it is during the February timeframe that our Board attends the Day on the Hill and hears about legislation that may have an impact on our Budget. While that is the preliminary discussion on legislation, pieces of legislation do not get approved until much later in our current budget timeline. This makes it very difficult to know with any degree of certainty what new legislative bills may affect our bottom line with additional expenses. The Board has directed me to ask if the City Council would entertain a meeting of all Council members after the scheduled meeting of the City Finance Committee. In doing so, the Board, like members of city council, believe this will create an opportunity for better sharing and understanding of the school system financial picture.

In addition, by moving the budget schedule presentations forward, it will allow for the school district to have more accurate figures on our BEP allocations, property and sale tax revenues, and hopefully changes from the legislation (ex. such as changes in student school fees).

Chairman Fillauer and I would like to request a meeting with you and appropriate staff to discuss the potential of making this happen. This coming year will be a very difficult budget as all stimulus funds and jobs bill funding will not be available to school districts. It is critical and essential that the funding bodies are aware of the impact that this will have on our school system as City Council and Board collectively embrace serving the community needs.

We look forward to meeting with you to discuss this possibility. My secretary, Mrs. Lynne Lammerhirt has my schedule and can work to schedule this meeting at your convenience.

Sincerely,

Thomas E. Bailey, Ed.D.
Superintendent